

Emotional Intelligence for Managers



Getting to Know You . . .

- Name and Organisation
- Your role- how long
- Your context - No. people manage (remote / face-to-face), how long in management role
- Knowledge and experience of emotional intelligence
- Why you are here – what you would like to get out of today.



Working Together

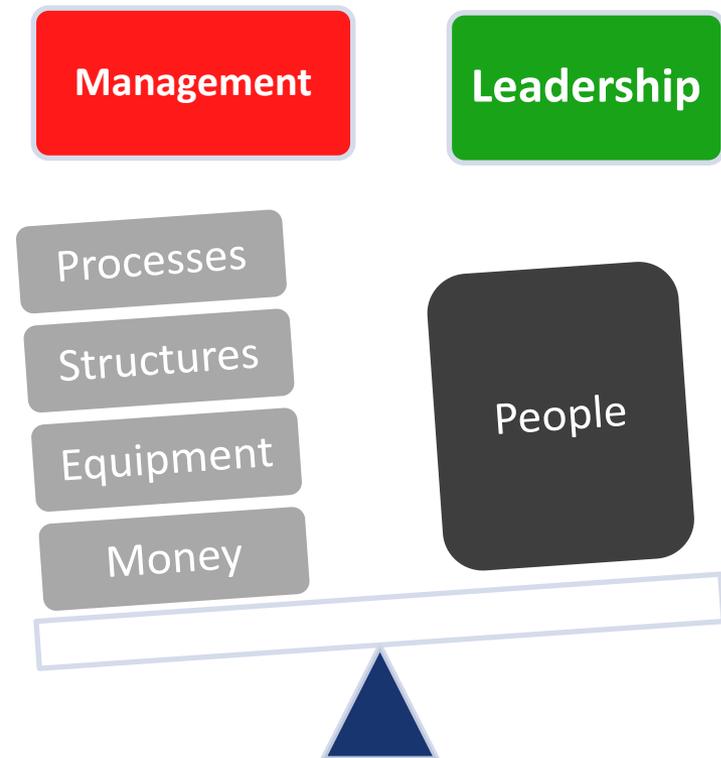
- Time Keeping
- Confidentiality
- There's no such thing as a silly question
- Experiment and take risks – see possibilities not limits
- Respect – space and values for others
- Participation – involvement/contribution
- Bit of fun!





Management and Leadership

- **Management:** The planning and organising of time, resources and people to achieve optimum results effectively and efficiently.
- **Leadership:** To motivate, provide direction and guidance to an individual or group of individuals to achieve optimum results



Source: John Adair

EMOTIONAL INTELLIGENCE





Emotional Intelligence

‘The ability to express your emotions appropriately and clearly in a way that enables you to achieve harmonious and effective outcomes with others.’

What is Emotional Intelligence

The capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.

“The rare ability to be angry with the right person, to the right degree, at the right time, for the right purpose and in the right way..” ...(Aristotle)

A Brief History of Emotional Intelligence

1975 – Howard Gardner publishes 'The Shattered Mind' which introduces the concept of multiple intelligences

1985 – Wayne Payne introduces the term emotional intelligence in his doctoral dissertation entitled "A study of emotion: developing emotional intelligence; self-integration; relating to fear, pain and desire"

1987 – In an article published in *Mensa Magazine*, Keith Beasley uses the term "emotional quotient."

1990 – Psychologists Peter Salovey and John Mayer publish their landmark article, "Emotional Intelligence," in the journal *Imagination, Cognition, and Personality*.

1995 - The concept of emotional intelligence is popularized after publication of psychologist and New York Times science writer Daniel Goleman's book *Emotional Intelligence: Why It Can Matter More Than IQ*.

Emotional intelligence

- Is IQ the main indicator of destiny? – not nearly as much as we think
- Our view of human intelligence is usually much too narrow
- Our emotions play a huge role in thought, decision making and success.
- Our brains have developed and grown from the emotional part of the brain – completely entwined to influence the functioning of the rest of the brain.

Intrapersonal Intelligence

- ‘The key to self-knowledge, access to one’s own feelings and the ability to discriminate among them and drawn upon them to guide behaviour.’
- Howard Gardner.

SELF-AWARENESS

BEING A WITNESS TO ONESELF

Self Awareness

...is about understanding who you are, what makes you tick, what makes you angry, what makes you happy and motivated...

Johari Window

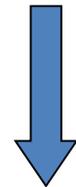
What I see in me What I don't see in me

What you see in me

What you don't see in me

Open/Public self	Blind self
Private self/Facade	Unknown

Self disclosure from me



Feedback from you



Interpersonal Intelligence

- ‘Capacities to discern and respond appropriately to moods, temperaments, motivations and the desires of other people.’
- Howard Gardner.

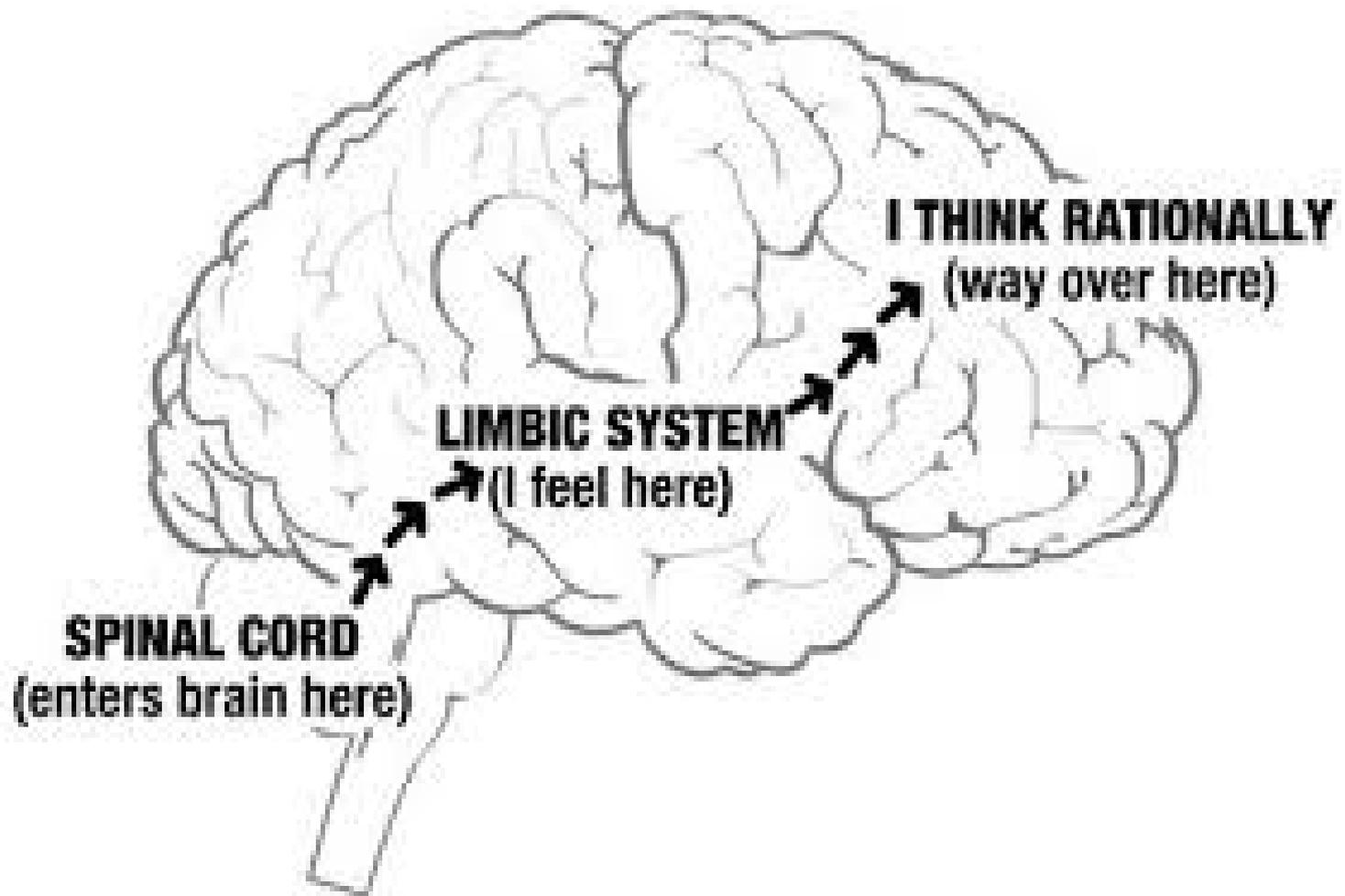
EMOTION

E-motere

Disturbance or agitation of the mind

What is an Emotion?

1. What we think: our interpretation of events
2. What we feel: a way of describing a particular state
3. How our bodies react: e.g. racing heartbeat
4. How we behave: e.g. running away, hitting someone



Three steps to Emotional Intelligence

1. Recognise the emotion
2. What are you feeling?
3. What are you going to do?

FOUR PRIMARY STATES

ANGER

FEAR

SADNESS

JOY



Listen to your body

- What is your body telling you when you have:
 - Butterflies in the stomach
 - Racing heartbeat
 - Blushing face
 - Sinking stomach
- How else does your body react to different emotions?



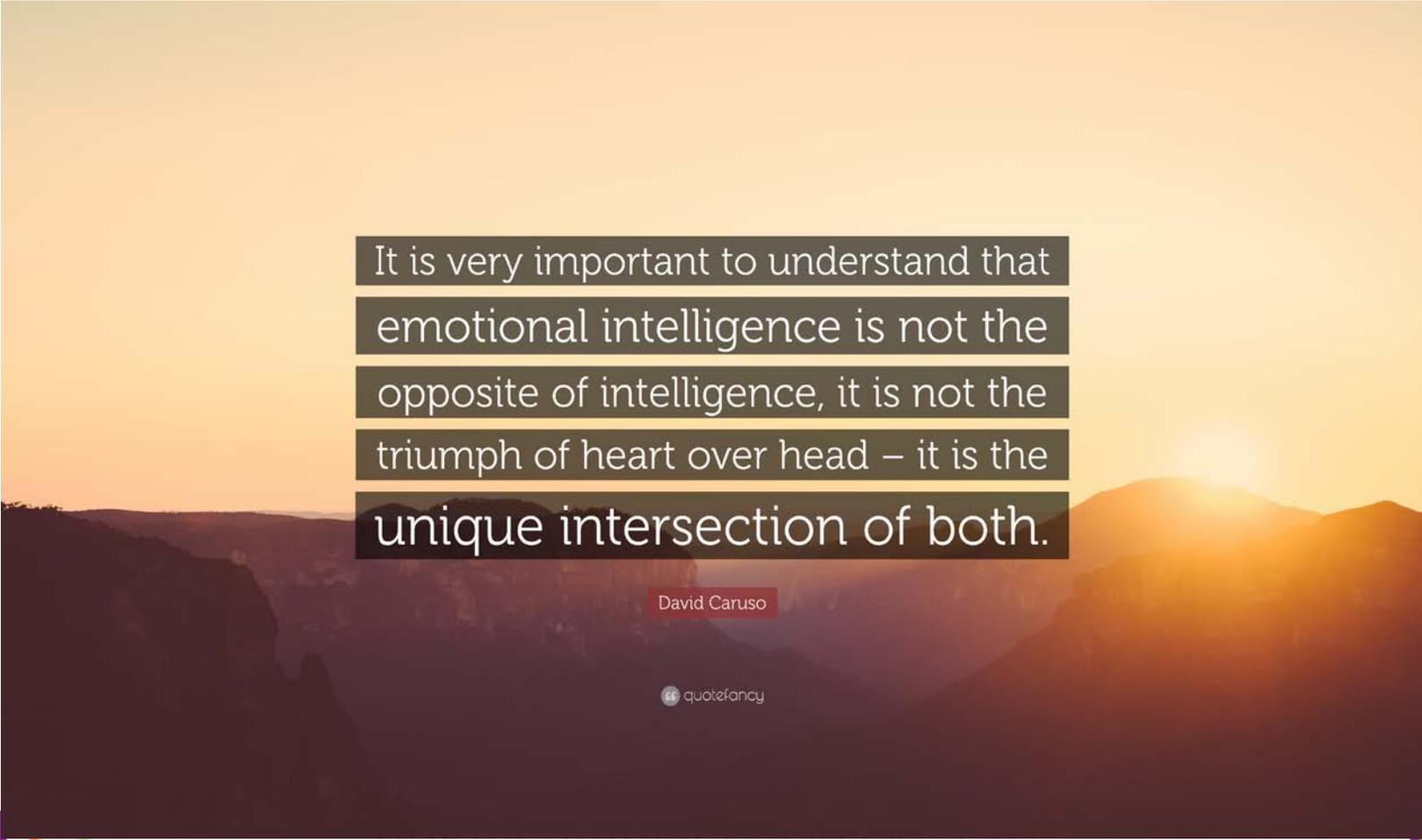






DIMENSIONS

- EMOTIONS - anger
- MOOD - more muted and last longer
grumpy, irritable, sulking.
- TEMPERAMENTS – Melancholy, timid, cheerful.



It is very important to understand that emotional intelligence is not the opposite of intelligence, it is not the triumph of heart over head – it is the unique intersection of both.

David Caruso

 quoteFancy

The E.I. Competence Framework

- Self Awareness
- Self Regulation
- Self Motivation

- Social Awareness
- Social Skills

Goleman's Framework of Emotional Intelligence Skills and Behaviours

	Yourself	Other People
Understanding	Self-Awareness <ul style="list-style-type: none"> • Emotional self-awareness • Accurate self-assessment • Self-confidence 	Social Awareness <ul style="list-style-type: none"> • Empathy • Service Orientation • Organisational awareness
Managing / Regulating	Self-Management <ul style="list-style-type: none"> • Self-control • Trustworthiness • Conscientiousness • Adaptability • Achievement Drive • Initiative 	Relationship Management <ul style="list-style-type: none"> • Developing others • Influence • Communication • Conflict management • Leadership • Change catalyst • Building bonds • Teamwork & collaboration

Values

“Values aren't buses... They're not supposed to get you anywhere. They're supposed to define who you are.”

Jennifer Crusie



Values to Action

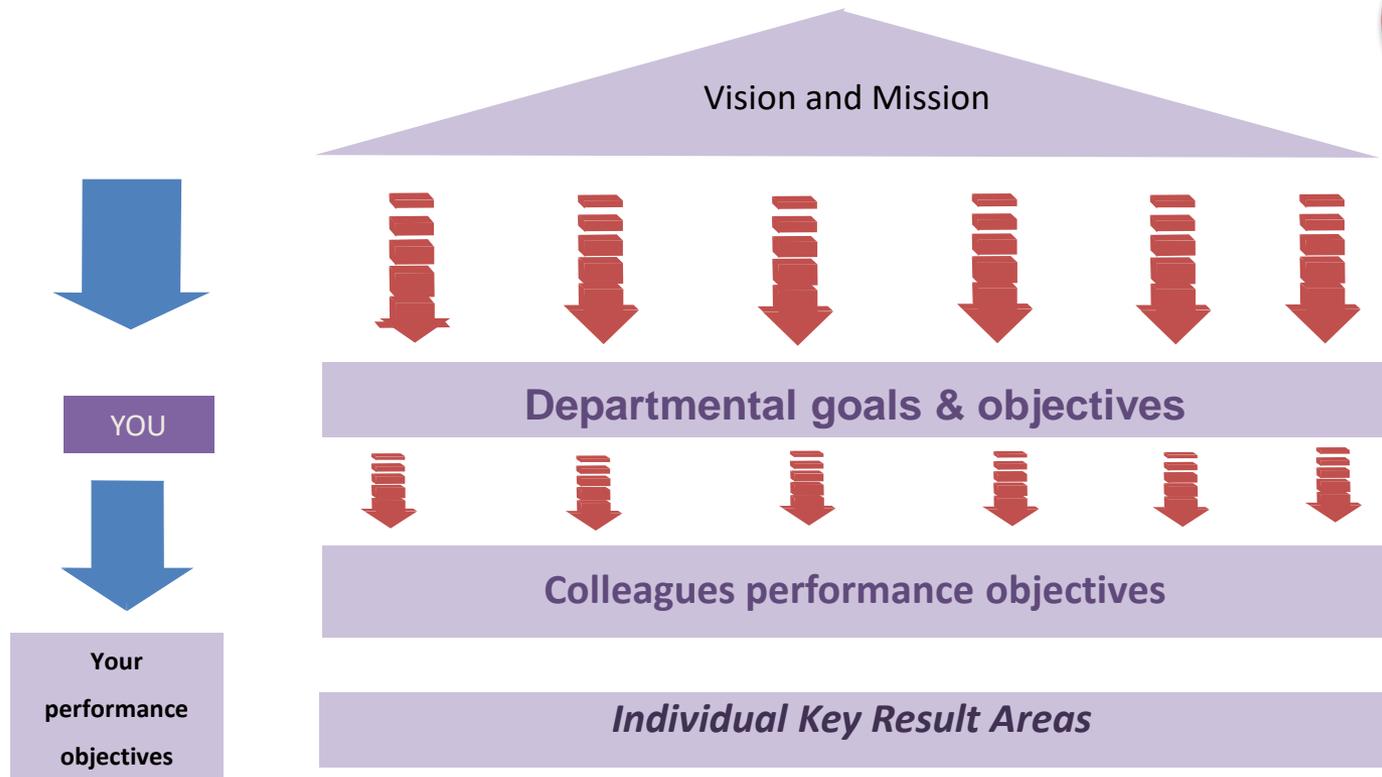


Vision

- An effective leader should be able to clearly and simply share the **vision** they have for their project, team, service or organisation
- **'A vision gives meaning and purpose to your actions.'**
- **It is the picture on the jigsaw box of life'**



Vision to Action



1. How well do you know yourself?

- What kind of people do you find it easy to work with?
- What kind of people do you find hard?
- What does that tell you about **you**?

Vision

- Breaks down operational silos – every member of staff knows how their work contributes.
- Management is how you go about achieving the Vision – objectives and then plans and individual targets.
- Needs to inspire, motivate and be memorable
- Without it you can't plan, set targets or know how to prioritise
- You might not know how you will get there yet - but at least you know in which direction you are going



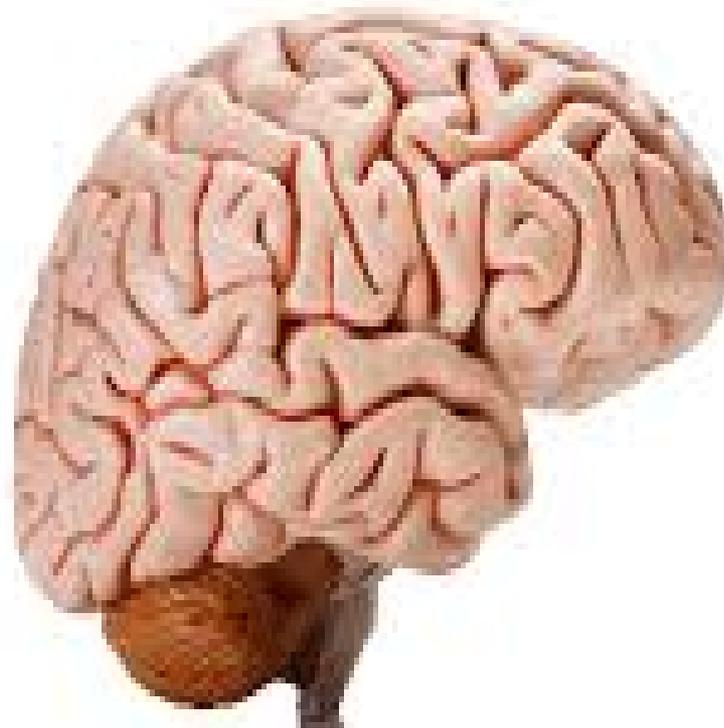
IF YOU ARE TUNED OUT OF YOUR
OWN EMOTIONS,
YOU WILL BE POOR AT READING THEM IN
OTHER PEOPLE.

— DANIEL GOLEMAN —

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Amygdala hijack



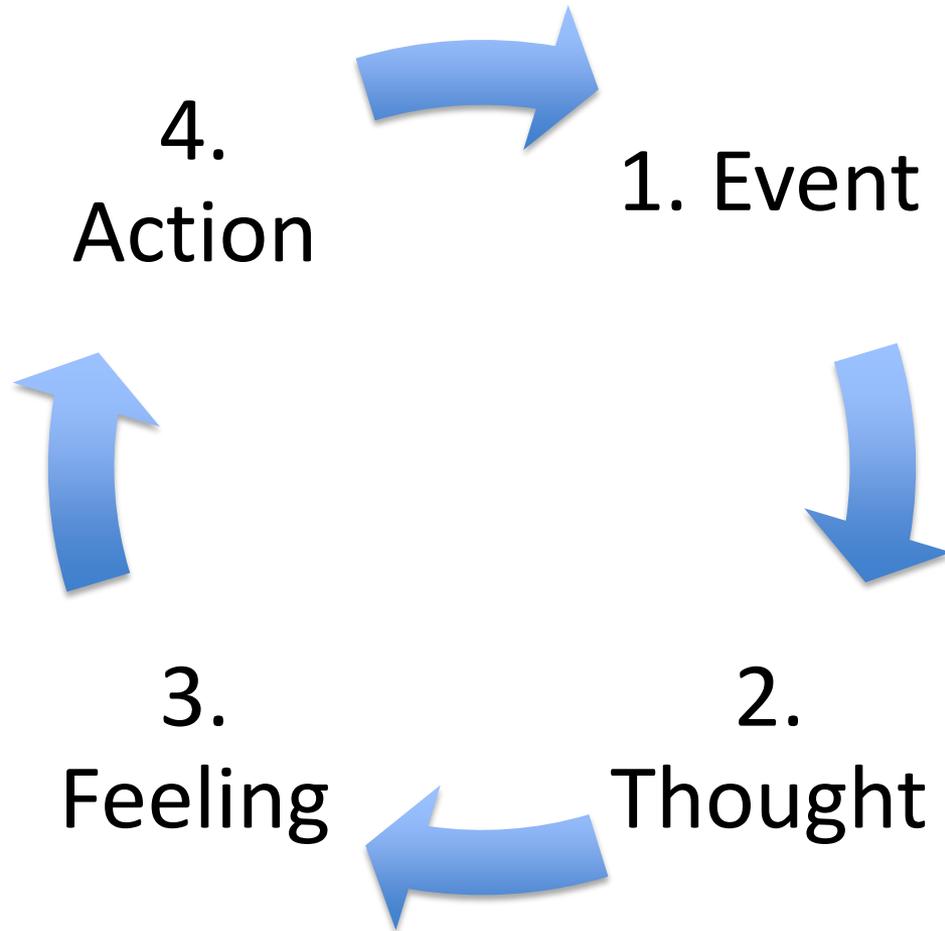
Amygdala Hijack

Due to evolution, our brains have learnt to respond emotionally to certain stimuli (e.g. events, behaviours, etc), without consciously processing the thought and how we should behave.

When we have an immediate emotional response to something and behave in a way that we may later regret, this is known as an “amygdala hijack” i.e. the amygdala part of our brain has “hijacked” the thought-processing parts of the brain and so we respond emotionally rather than thoughtfully. It takes around 6 seconds between event and this hijacking response.



Automatic Pilot



What makes you mad!

What makes you emotional?

How do you behave?

How does it feel?

Can you tell you're about to lose it?

How does it affect others?

How do you feel afterwards?



INNER DIALOGUE

- The greatest opponent you have is the voice within your head, not what is happening outside.
- A positive mental attitude is the key to success.

- Every human has four endowments - self awareness, conscience, independent will and creative imagination. These give us the ultimate human freedom... The power to choose, to respond, to change.
- Stephen Covey



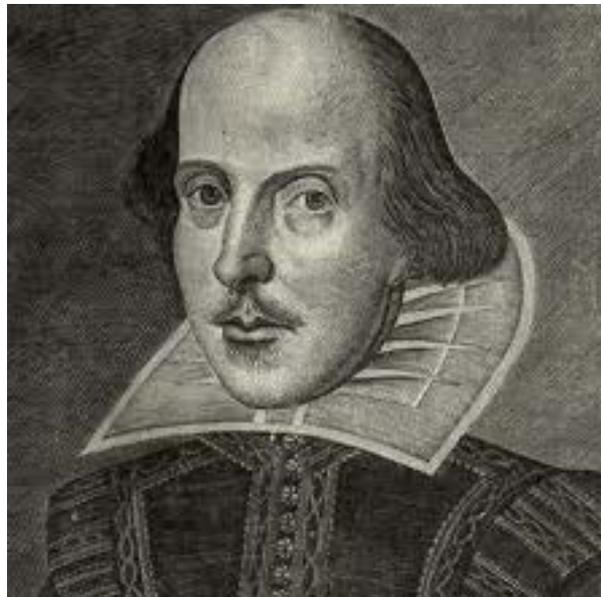
“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom”.

*Victor E
Frankl,
Holocaust
Survivor*

“I can’t stand it!...I can’t do it...This always happens...It’s not fair...Why am I so stupid! There’s too much to do...This is not my job...I shouldn’t have to do this... I feel terrible...”

“It always works out okay...I can always find an opportunity in there...I always have choices...I’m not afraid of tackling the tough stuff first and then I can do all the easy things...I feel great...today will be just brilliant...I know how valuable I am and take good care of myself...”

“There is nothing good or bad but thinking makes it
so...” *Shakespeare, Hamlet*

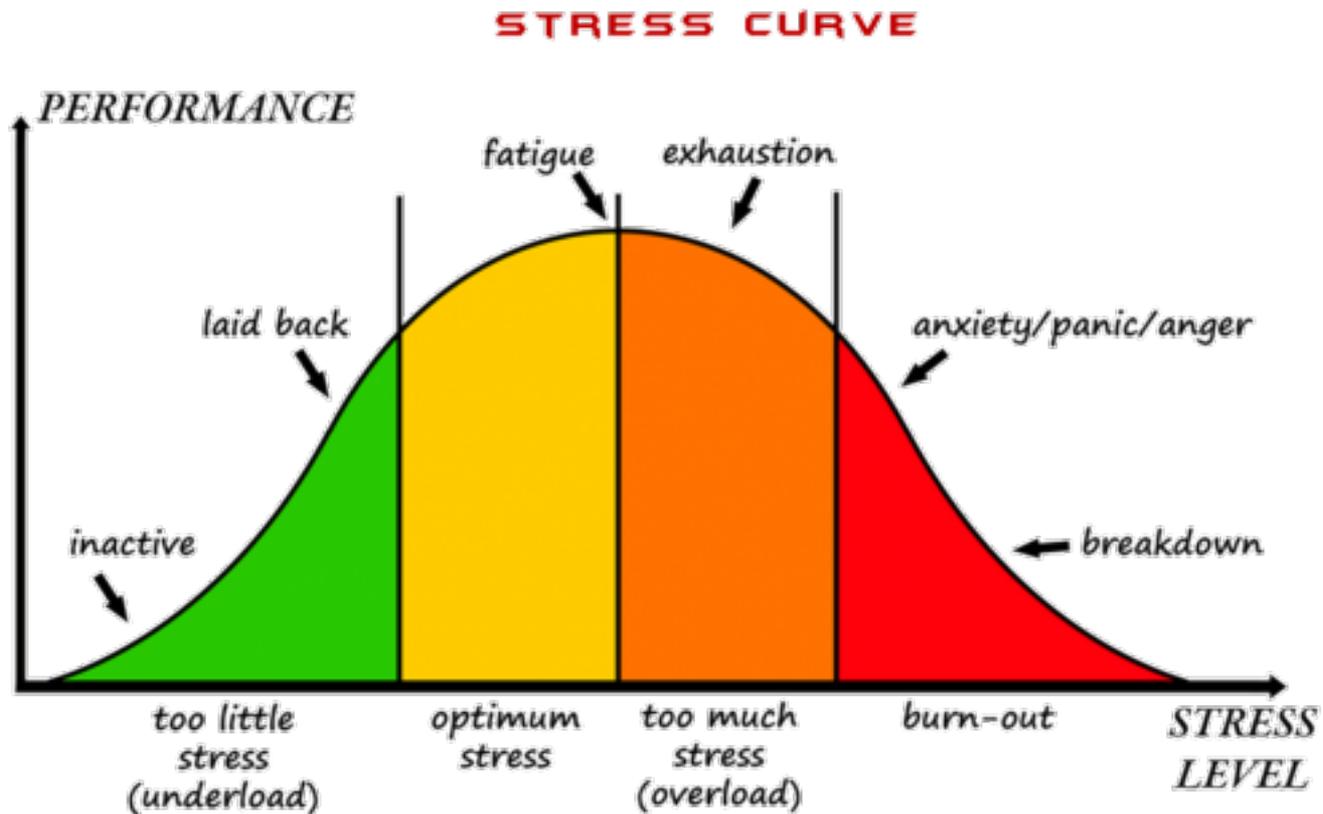


Stress inhibits our openness to change

“In situations of high stress, fear or distrust, cortisol floods the brain and executive functions that help us with advanced thought processes like strategy, trust building, and compassion shut down. And the amygdala, our instinctive brain, takes over.....”

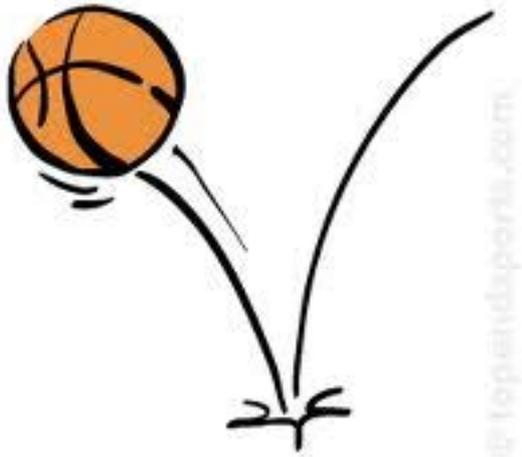
Judith Glaser
Harvard Business Review
January 2013

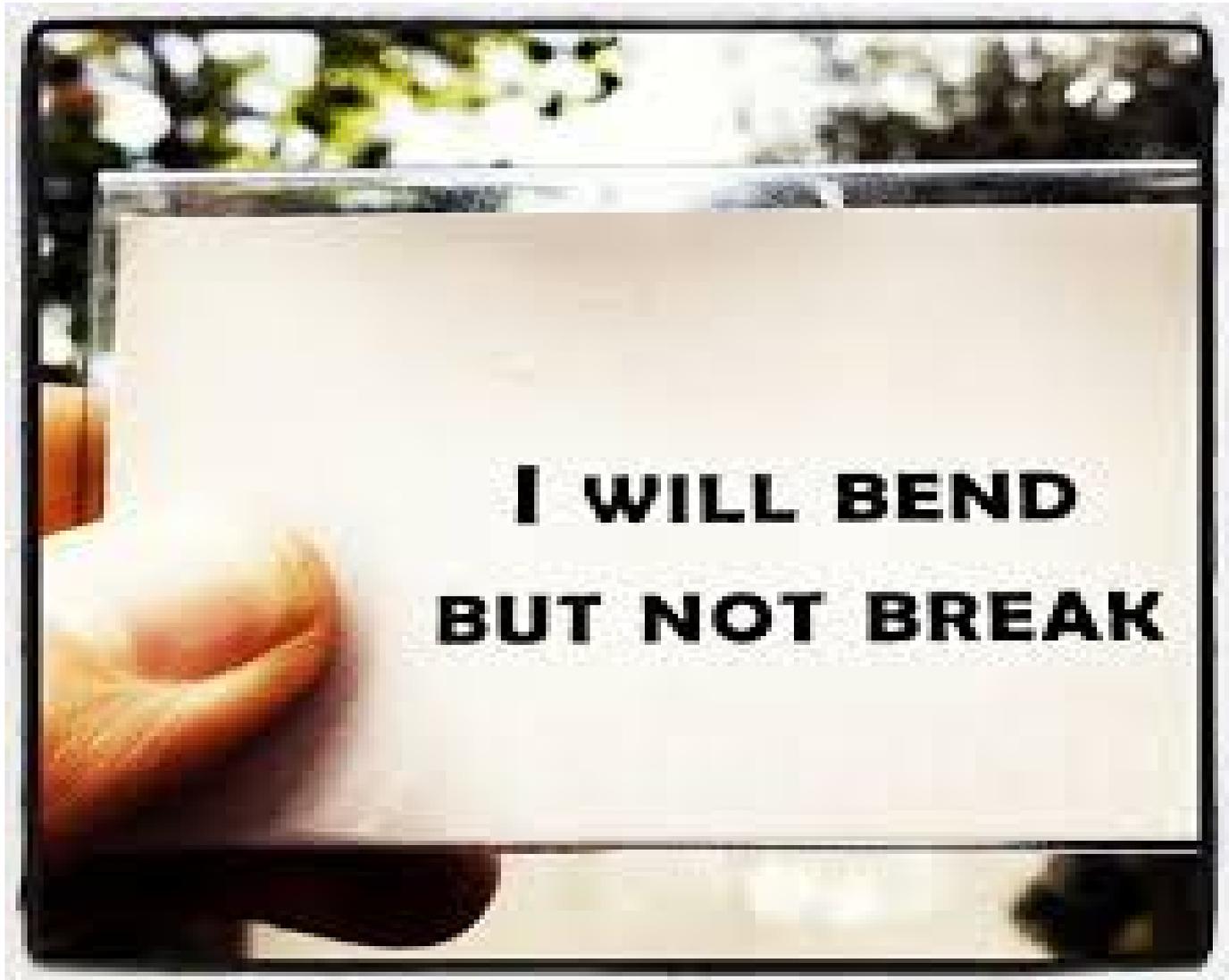
Understanding Stress



Resilience

The capacity to recover quickly from difficulties



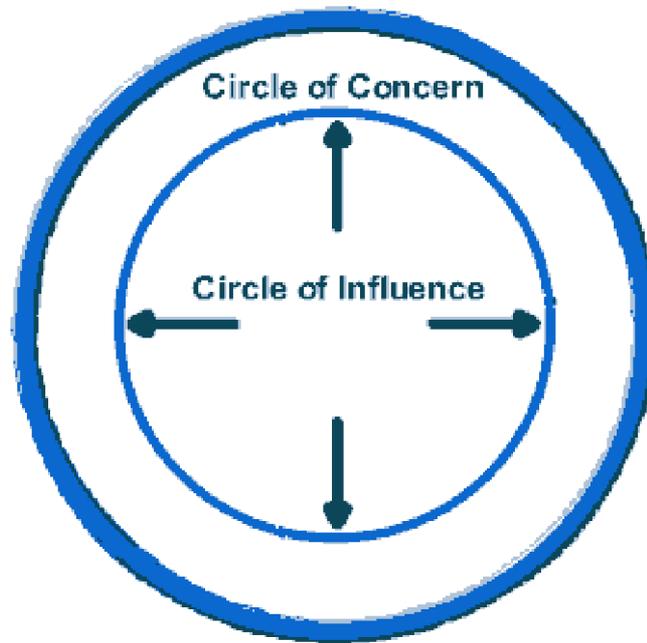




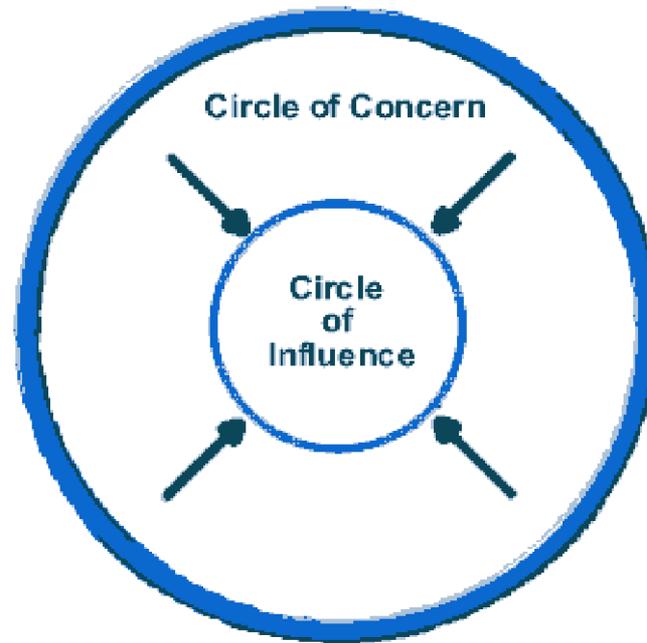
Seven Things to remember about stress

1. It is not 'all in the mind'.
2. It can happen to any of us – do not not feel ashamed to admit that you are feeling stressed.
3. Stress is a contributory factor in many other illnesses – so don't just ignore it!
4. Recognising the signs and symptoms early on is important – so be vigilant – all the time!
5. We cannot stop stress happening but we can minimise its effects.
6. Take time off for hobbies and set aside a small amount of time each day to do something that is important to you.
7. Laughter is good for you.

Circles of Influence and Concern



Proactive Focus



Reactive Focus

Social Awareness and Relationship Management

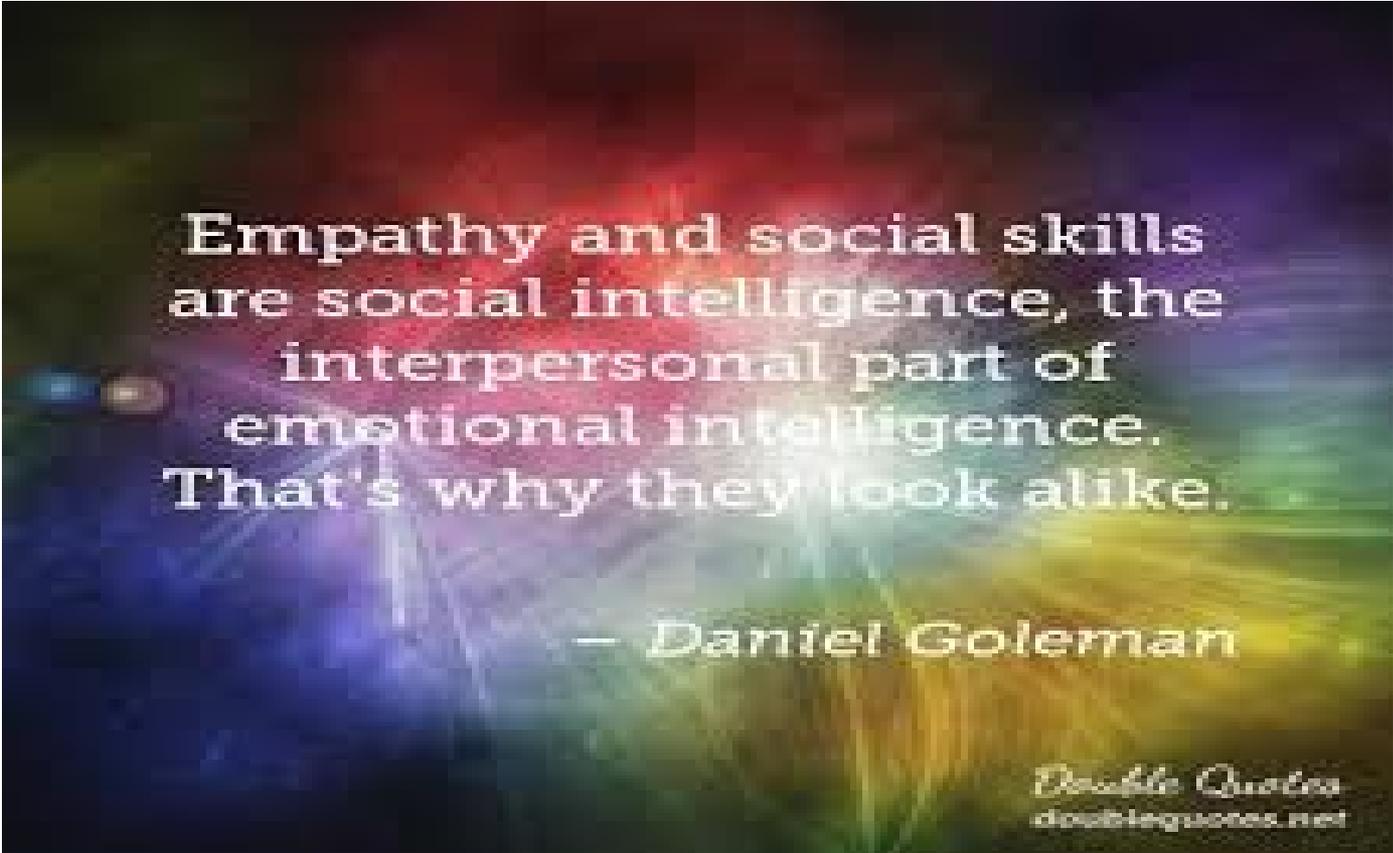
- Empathy
- Communication
- Recognising and Managing Resistance
- Power Dynamics
- Building Relationships
- Managing people through change



SEEK FIRST TO UNDERSTAND

THEN

BE UNDERSTOOD



Empathy and social skills
are social intelligence, the
interpersonal part of
emotional intelligence.
That's why they look alike.

– Daniel Goleman

Double Quotes
doublequotes.net

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Our feelings are not there to be
cast out or conquered.
They're there to be engaged and
expressed with imagination and
intelligence.

T.K Coleman



Empathy is not sympathy, nor is it feeling sorry for others. Instead, it is understanding what others are feeling or thinking.

Listening.....

*“Next to physical survival, the greatest human need is psychological survival; to be understood, to be affirmed, to be validated, to be appreciated. When you **listen with empathy** to another person you give that person **psychological air**. And after that vital need is met, you can then focus on influencing or problem solving.”* Steven Covey 1991

E'sy Listening?



Barriers to listening

- Hijacking
- Advising
- Sparring
- Being right
- De-railing
- Placating
- Rehearsing
- Comparing
- Mind reading
- Filtering
- Judging
- Dreaming

7 Ways To Listen More Effectively

- Silence the inner talk
- Don't interrupt
- Don't plan your answer half way
- Avoid assuming the end
- Sum up and reflect back
- Check for understanding
- Ask questions

***‘Judge a man not by the
answers he gives but the
questions he asks’***

Voltaire

Ask the right questions...

- Ask OPEN questions to encourage discussion... ‘WHAT?’ ‘WHEN?’ ‘HOW?’ ‘WHO?’ ‘WHERE?’ ‘TELL ME ABOUT’
- Ask CLOSED questions if you want to clarify
- Avoid asking MULTIPLE questions
- Ask PROBING questions
- Avoid WHY questions (sometimes)
- Ask questions in informal language – this is a conversation not an interrogation
- Ask “Anything else?” and wait – there often is
- Avoid leading questions ... “I’m sure you agree that ,,,



OPEN ENDED QUESTIONS

- WHO?
- WHAT?
- WHEN?
- WHY?
- WHERE?
- HOW?
- Use this technique to gain information – clarify objections, check understanding.

EFFECTIVE COMMUNICATION

- Communication is creating understanding in the minds of others which leads to action



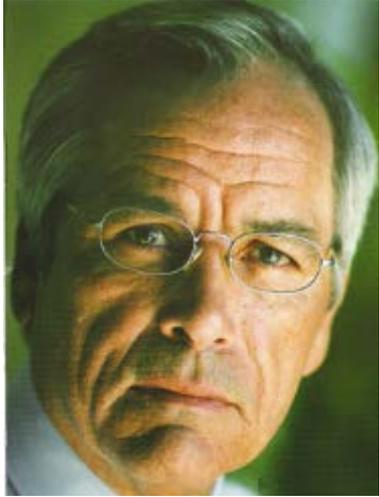
Communication is made up of...:

Words - 7%

Tone of Voice - 38%

Body Language - 55%

Understanding Others



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Common interpretations of body language

Body Language: be aware how some people might interpret things you are doing:

For example:

- Sitting far back in the chair/slouched: *can communicate disinterest*
- Crossing legs and arms, clenching hands, leaning away: *can communicate defensiveness*
- Head in hands, staring blankly, little or no eye contact, doodling, yawning : *can communicate disinterest and boredom*
- Fidgeting, moving your legs up and down, blinking frequently: *can communicate nervousness*

Tone of Voice

Similarly tone of voice communicates messages typically:

- Very quiet: *can communicate nervousness*
- Monotone: *can communicate lack of interest/boredom*
- Overly modulated/ high pitch: *can communicate nervousness/lack of confidence*
- Loud: *can communicate aggression*



Communication

- 4 main styles
- Recognise your style, the impact of your style and the style of others
- Are you green, blue, yellow or red?
- Workbook page 8
- Do you recognise the colours in your team/manager?
- Very important to communicate appropriately to make sure they really listen and you are heard

Green

- Motivated by appreciation.
- They are looking for trust and security
- Feelings led
- Take interest in them as people
- Establish rapport
- Speak calmly
- Focus on people outcomes
- Talk about gut feelings
- Explain why

Blue

- Prepare – they look for data
- Motivated by procedures
- Acknowledge skills but do not condescend
- Present facts and information
- Present ideas logically
- Speak calmly
- Avoid over emotion
- Focus on benefits

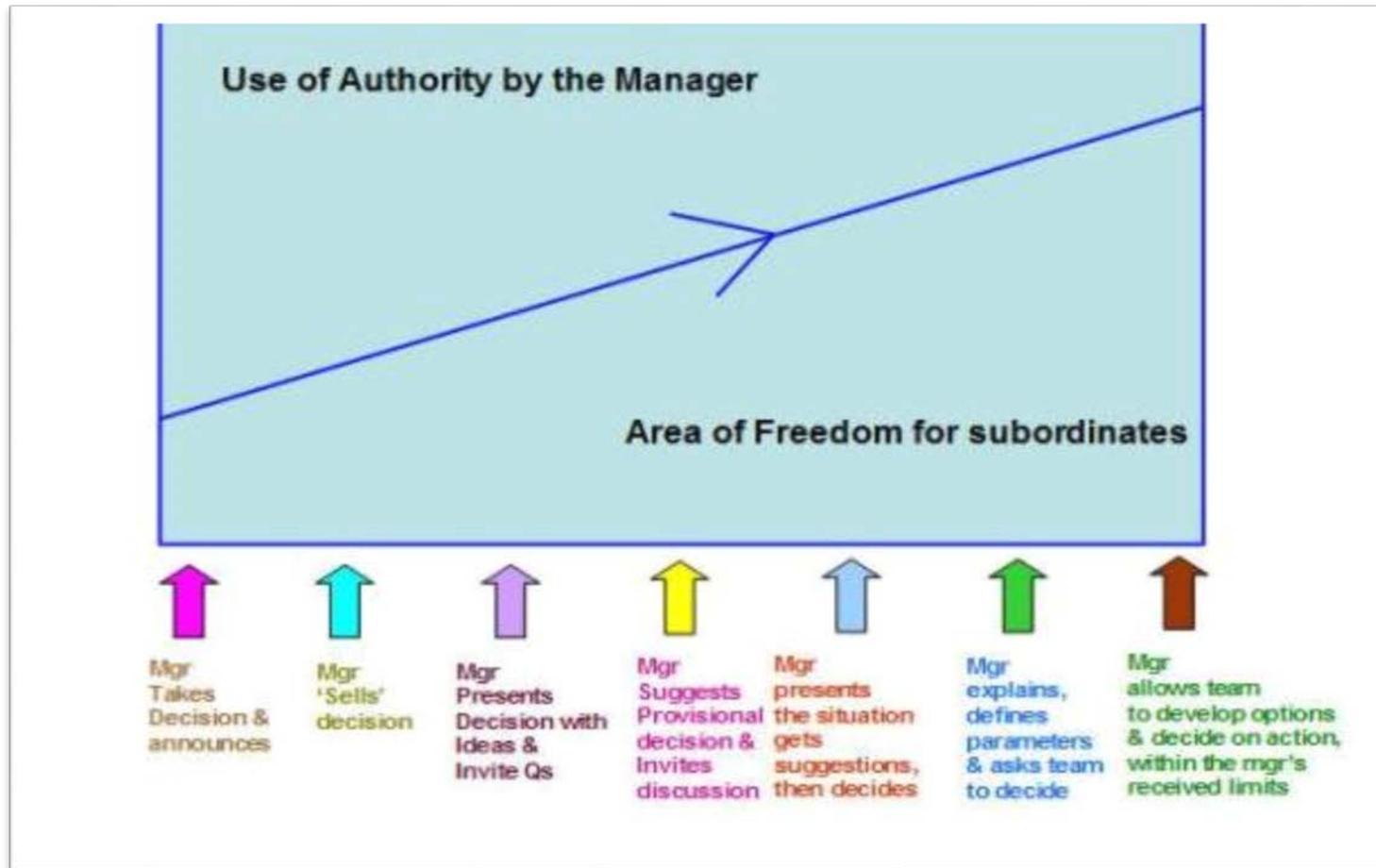
Yellow

- Ideas
- Use humour
- Talk about feeling
- Be passionate
- Focus on the positive
- Explain the why
- Don't take topic too seriously

Red

- Action led – looking for results
- Be direct and to the point
- Motivated by change and challenge –focus on the new and exciting
- Mix facts and feelings
- Keep the hows and whys brief but be prepared to give further details if they bite
- Acknowledge desire for speedy results

Tannenbaum & Schmidt Leadership Continuum



Style	Use	Con's	Pro's
TELL	Dismissal Policy briefing	Reactions Stifle creativity	Useful when only one way to do job
SELL	Choice of methodology When fait accompli needs buy in	Lack of commitment Ignores potential expertise	Useful if no experience or expertise
CONSULT	To seek views/info To choose between options	Sometimes seen as lip service Lots of ideas not taken up	Shows willingness to listen and open to views being heard
SHARE	To maximise on resource To grow or develop staff When no one already knows	Time consuming Needs mutual trust in team	Builds trust Can influence creativity
DELEGATE	Develops staff Best use of time/resource	Seen as a cop out Open to error Staff may lack confidence	Stretches and motivates Helps managers time mgt

Six Styles of Leadership

D. Goleman (2000) Leadership that Gets Results



Daniel Goleman Competency Framework

Self-Awareness

Emotional Self-Awareness
Accurate Self-Assessment
Self-Confidence

Social Awareness

Empathy
Organizational Awareness
Service

Self-Management

Self-Control
Transparency
Adaptability
Achievement
Initiative
Optimism

Relationship Management

Inspirational Leadership
Influence
Developing Others
Change Catalyst
Conflict Management
Teamwork and
Collaboration

Social Skills – Handling Relationships:

- Influence – skilled at persuasion.
- Communication – effective give and take – deal with difficult issues straightforwardly.
- Leadership – articulate enthusiasm for a shared vision
- Initiate or manage change
- Conflict Management – handle difficult people and tense situations with diplomacy and tact

- Building bonds – nurture relationships. Cultivate and maintain informal networks.
- Collaborate – works with others towards shared goals.
- Team Capabilities – create group synergies – model team qualities; draw members into active and enthusiastic participation.
- Build team identity and commitment.

Feedback Burger for Supervision



- ASK – what went well
- ADD – what went well
- + Impact on others

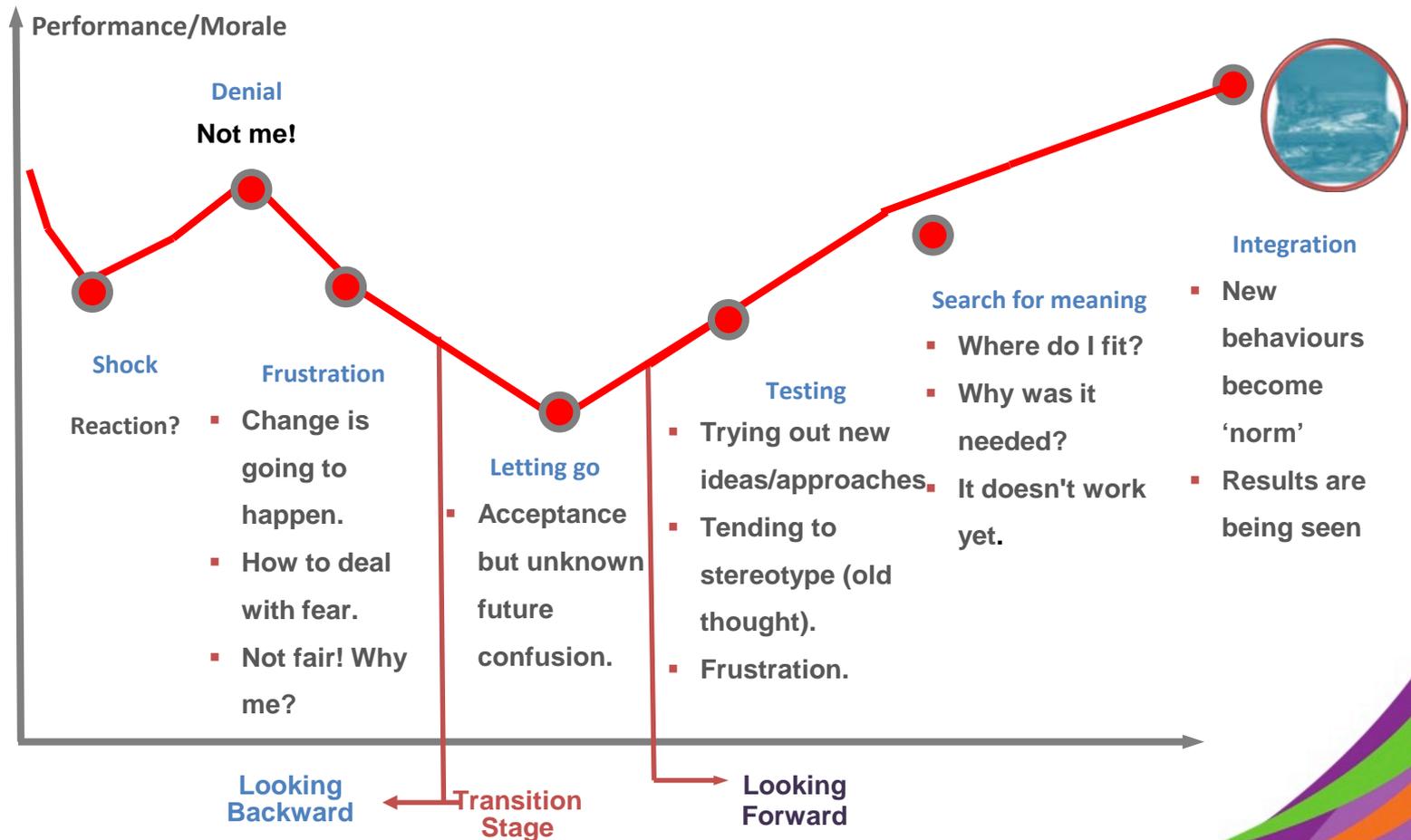


- ASK – what could be improved
- ADD – what could be improved
- + Impact on others

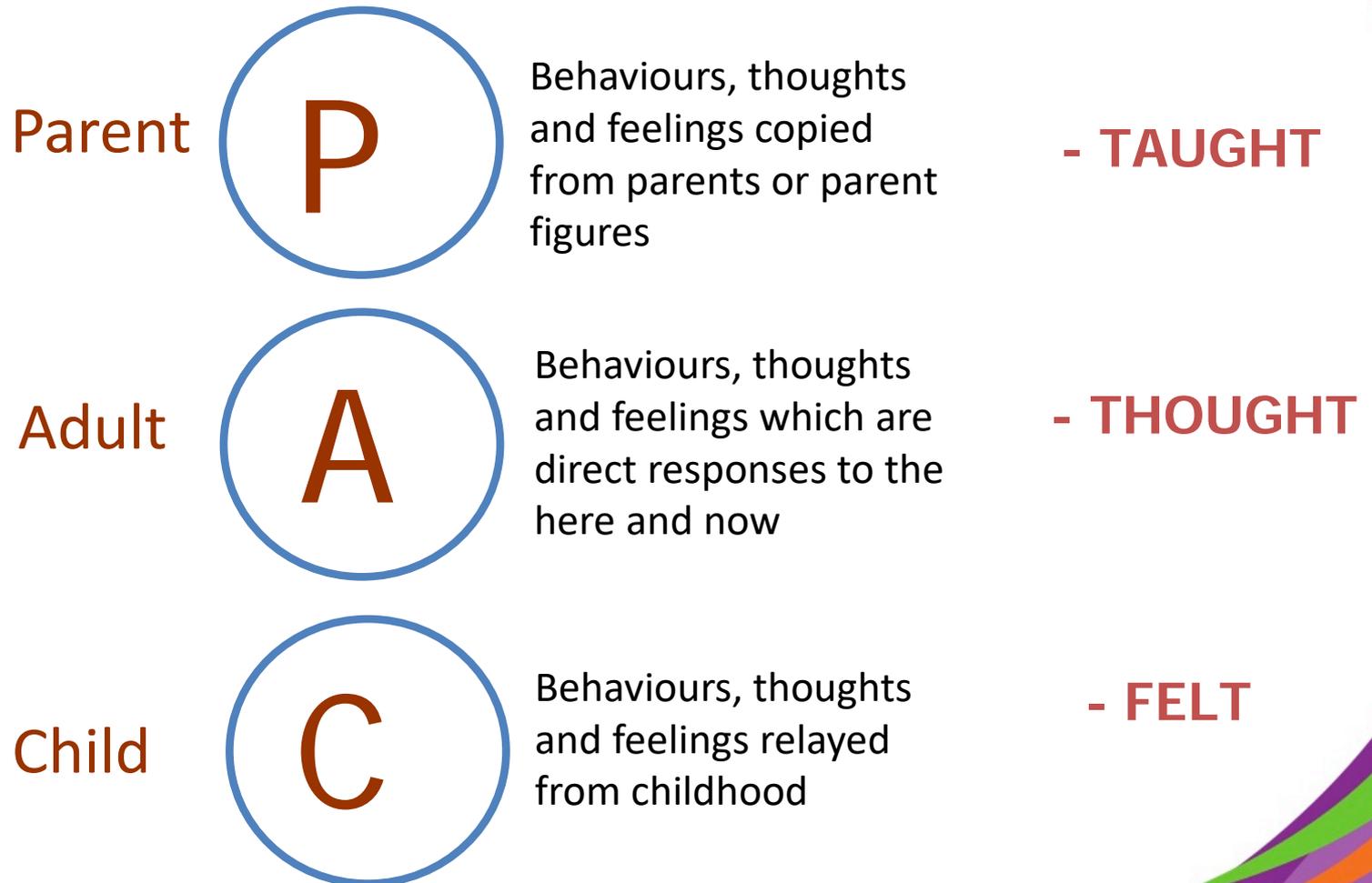
Agree objectives
Plan actions

Agree success criteria
Plan evaluation

The Change/Transition Curve



Parent, Adult Child



The six ego states

Effective ego states (blue)	Ineffective ego states (red)
NP – Nurturing Parent	CP – Critical Parent
A – Adult	CC – Compliant child
NC – Natural child	RC – Rebellious Child

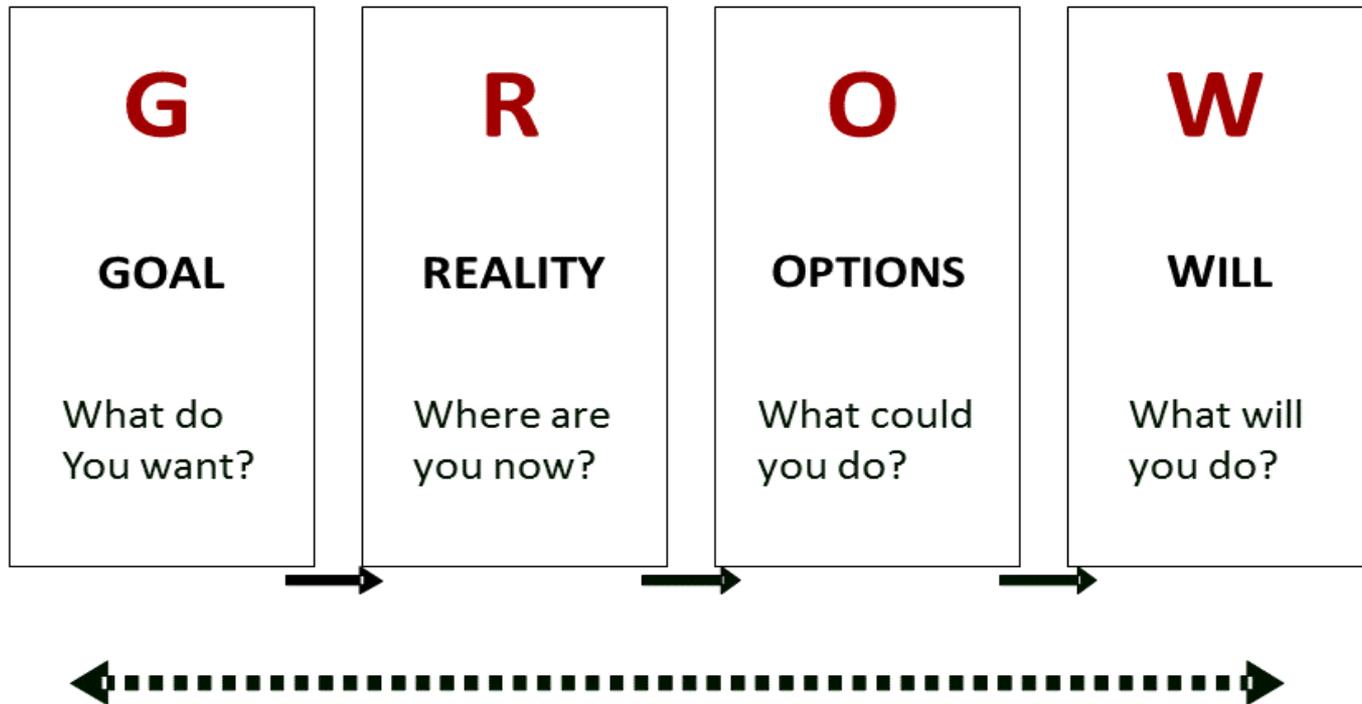
The six ego states

‘Stay blue and people will respond to you. Turn red and it’s better not said’

Abe Wagner

The Transactional Manager.

Grow Model



Coaching for Performance
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SEEK FIRST TO UNDERSTAND

THEN

BE UNDERSTOOD

**“If your actions inspire
others to dream more,
learn more, do more
and become more,
you are a leader.”**

— JOHN QUINCY ADAMS



“Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom”.

*Victor E
Frankl,
Holocaust
Survivor*

Thank you for listening



Closing Round



Closing Round



- Each person say one sentence about the day:
 - Something you have learnt
 - An action you will take as a result of what you have learnt today
- No more than 15 words please!!